



YKK Group management

In 2005, there were a lot of hostile takeover bids in the Markets. As a result, I believe that in this year, we turned back to the beginning and considered a fundamental management question faced by many enterprises. “Who do companies belong to?”

The YKK Group has pursued growth and development in keeping with the management philosophy of our founder, Tadao Yoshida. He believed that, “A company belongs to the employees who work at it, cooperating enterprises and others involved with it. The united cooperation of employees and stakeholders advances the company.”

In order to implement this type of management philosophy, we implemented an employee stock ownership plan soon after our establishment. As a result, company employees are not limited to just engaging in their work, they also contribute to the motivating force behind corporate development by participating in management planning.

The Cycle of Goodness, the management philosophy of our founder Tadao Yoshida, remains unchanged as the core of the YKK Philosophy and expresses the fundamental stance of YKK Group management activities. As an extension of this, in 1994, we set the YKK Group management principle as “YKK seeks corporate value of higher significance” to express our overall mission, direction and intention.

Since the hostile takeover attempt, the expression “corporate value” has been heard frequently in our public discourse. Every time we consider this situation, we are reminded that the management mission that we set more than 10 years ago –to further raise corporate value– was a good decision. This occurrence also caused us to recognize anew the need to work more to raise corporate value further.

Stated specifically, the essence of YKK Group management is “fairness,” the value standard by which we judge all our management activities. With this standard, management and employees are united in efforts to increase corporate value further. Over the long term, we seek to continue to be an attractive company that earns the confidence of all our stakeholders.

We will constantly strive to increase corporate value in order to earn even more of your confidence in the future. We would be delighted to receive your unreserved feedback and advice to help us achieve this goal.

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President
YKK Corporation

Tadahiro Yoshida